

ADMINISTRATIVE — INTERNAL USE ONLY

17 MAY 1972

MEMORANDUM FOR: Deputy Director for Support

**SUBJECT : Non-Standard Workweek--Central
Reference Service**

REFERENCES :

- a. Memo for ExDir-Compt fr D/Pers dtd 21 Dec 71, Subject: Non-Standard Work Schedules
- b. Memo for DD/S fr D/Pers dtd 8 Feb 72, same subject
- c. Memo for DD/S fr D/CRS dtd 24 Apr 72, same subject

1. A recommendation for your approval is contained in paragraph 6.

2. The Director of the Central Reference Service has requested approval of a change in the irregular work schedule for CRS Computer Operators which was approved by the Acting Deputy Director for Support on 7 March 1972 (reference b).

3. As indicated in reference c, certain deficiencies were found in the previous irregular work schedule, e.g., unchanging workdays and a short break of eight hours between evening shift and day shift. Therefore, CRS has designed a new schedule which gives each man a minimum of 12 hours rest and provides for four-man teams even on weekends.

4. The previous irregular work schedule provided one workweek of three 12-hour days and another workweek of three 12-hour days and one 8-hour Sunday within each 80-hour pay period. This new schedule provides a similar schedule of 12-hour workdays, but the 8-hour day may be any day in either week. Sunday would normally be a 12-hour day. Thus this new schedule would require the payment of Sunday premium pay for 12 hours rather than 8 hours as under the preceding schedule. Such payment is consistent with reference a.

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SUBJECT: Non-Standard Workweek--Central Reference Service

5. I believe that the new schedule is an improvement over the original proposal since it gives each man a minimum of 12 hours rest and provides for four-man teams. The Director of CRS has requested retroactive approval of this schedule. I concur in this request since the work has been performed in accordance with the requirements of reference a.

6. It is recommended that you approve this new schedule to be effective 2 April 1972 as requested.

/s/

Harry B. Fisher
Director of Personnel

STATINTL

CONCUR:

SIGNED

H. C. Eisenbeiss
Director, Central Reference Service

17 MAY 1972

Date

SIGNED

Thomas B. Yale
Director of Finance

18 MAY 1972

Date

The recommendation contained in paragraph 6 is approved:

20 MAY 1972

Date

John W. Coffey
Deputy Director for Support

Distribution:

Orig - Return to D/Pers
2 - DD/S
1 - DD/I
1 - D/CRS
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2

SECRET

ayc 71-1830

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050010-7

31 DEC 1971

71/4/8

MEMORANDUM FOR: Executive Director-Comptroller

Executive Registry

SUBJECT : Non-Standard Work Schedules

71-64/16

1. This memorandum submits a recommendation for your approval. Such recommendation is contained in paragraph 11.

2. The Office of Personnel has completed a series of studies to determine the parameters within which the Agency might accommodate non-standard workweek arrangements which are considered to be operationally advantageous to the missions of the Agency components involved.

3. The studies included reviews of proposals advanced by the Foreign Missile and Space Analysis Center, the Office of ELMINT and the Central Reference Service to adjust current 24-hour shifts to non-standard workweeks. Included also was the proposal submitted on 1 September 1971 by the Management Advisory Group for the adoption of three-day workweeks in the Headquarters computer centers.

4. These proposals cited strong benefits which would accrue if non-standard workweek arrangements in exception to current Agency regulations were adopted. Some of these benefits are:

a. Continuity of Operations. In the case of FMSAC, the most significant benefit in establishing a basic 12-hour regular work shift is that all members of the working teams can interact with the regular work force in FMSAC for periods up to four hours each of their working shifts. This interaction is deemed critical to establishment of truly competent FMSAC analyses of foreign missile and space activities on a 24-hour-a-day basis. The "normal" three shifts of eight hours each have clearly demonstrated that individuals working the midnight to 8:00 a.m. shift lack contacts and analytic interchanges with the total regular work force of FMSAC, and suffer thereby.

b. Manpower Savings. In certain instances savings in total manpower necessary to man 24-hour shifts could be accomplished by the adoption of the two-shift, 12-hour-a-day arrangement. FMSAC, for example, would be able to eliminate at least one slot if such a work schedule were adopted.

c. Overtime Savings. In manning a schedule that calls for 24-hour operations six or seven days a week, overtime, particularly within current ceiling limitations, becomes a significant factor. By adjusting workweek schedules to regularly scheduled 12-hour-a-day shifts without overtime, payment for overtime work on Saturdays and Sundays can be considerably reduced or eliminated altogether. For example, under the

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GROUP 1
Excluded from automatic
downgrading and
declassification

SECRET

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proposal forwarded by CDS, four teams working one three-day workweek of 12-hour shifts and a second workweek of three-day, 12-hour shifts plus one eight-hour shift on Sunday could accomplish its mission of total coverage without any overtime within an 80-hour pay period.

d. Increased Productivity. This factor would be especially significant for the Agency's computer centers. Typically, in such centers, a worker may spend up to 45 minutes after his arrival on the job in preparing for his day's work. At the end of his shift he may spend up to 30 minutes preparing to close down for the day. In a five-day workweek this may represent a "loss" of six hours and 15 minutes per employee. In a three-day workweek this loss represents only three hours and 45 minutes.

e. Reduction of Employee Turnover. The adoption of two regularly scheduled 12-hour work shifts in place of the current three regularly scheduled eight-hour work shifts would eliminate the graveyard shift which is a constant source of personnel problems. It is anticipated that the adoption of a non-standard workweek of basically three days plus a fourth eight-hour day would bring about a reduction in employee turnover, would enhance recruitment efforts and would increase the quality of personnel brought on board.

5. The Office of Personnel studies took into consideration the legal and medical aspects of such non-standard work schedules as well as the administrative problems attendant upon accurate reporting and accounting procedures covering hours of work.

6. In terms of the legal aspects, the Office of General Counsel has taken the position that the Agency can establish its own work schedules, but it has strongly urged that we change our Regulations to conform with what we are doing.

7. The Director of Medical Services has stated that while he could not say categorically that such irregular schedules would be harmful, a 12-hour workday would tend to decrease an employee's effectiveness in a situation where power of observation, manual dexterity and physical prowess were involved. The Director of Medical Services said that such arrangements would call for close supervision involving a careful look at productivity.

8. Discussions with the Offices of Computer Services and Finance indicated that any change in the 80-hour period of accountability for pay and leave purposes would pose very real difficulties. At this time it would be next to impossible to handle the computer programming necessary to establish any basic work schedule other than an 80-hour pay period within the time limitation for implementation of the new financial reporting system.

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9. The Office of Personnel studies concluded that it would be feasible to establish non-standard work schedules for 24-hour operations, conforming to the 80-hour accountability period, when such schedules very clearly provide operational benefits to the Agency. The studies also concluded that the Deputy Director for Support is in the best position to review proposals for non-standard workweeks from an Agency viewpoint and to appraise the financial, personnel and medical factors involved.

10. Requests for irregular work schedules for 24-hour shifts would be reviewed on an individual basis prior to submission to the Deputy Director for Support. Each review would determine the appropriate accounting procedures for leave and pay purposes.

It is expected that the following guidelines would prevail in the determination of leave and pay accounting:

a. Employees at the GS-11 and below level would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

b. Employees GS-12 through GS-14 may receive overtime payments for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

c. Employees entitled to Sunday, holiday or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday.

d. Annual and sick leave would be charged according to leave taken against the employee's established work schedule.

e. Otherwise the provisions of [] would remain unchanged and would pertain to the irregular work schedules. 25X1A

11. It is recommended that the following change to Headquarters Regulation [] Section V: Hours of Work, Leave, and Pay, be approved:

"In exceptional circumstances and when advantageous to operations which are staffed on a 24-hour basis, the Deputy Director for Support may approve work schedules which deviate from the above standards as long as the scheduled work hours equal 80 in a two-week, 80-hour pay period. Proposals for such irregular work schedules should be forwarded to the Deputy Director for Support through the Director of Personnel with the concurrence of the Deputy Director concerned. The Deputy Director for Support, when approving non-standard work schedules, shall also prescribe guidelines for accounting for leave, overtime, holiday and Sunday pay, and night differential."

/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

SECRET

SECRET

SUBJECT: Non-Standard Work Schedules

CONCUR:

[Redacted Signature]

Lawrence R. Houston
General Counsel

22 DEC 1971

Date

[Redacted Signature]

f John W. Correy
Deputy Director
for Support

23 Dec 71

Date

The recommendation contained in paragraph 11 is approved: *

[Redacted Signature]

L. K. White
Executive Director-Comptroller

4 Jan 72
Date

Distribution:

Orig - Return to D/Pers

- 1 - ER
- 2 - DD/S
- 1 - DD/Pers/P&C
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- 1 - D/Finance
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- 1 - Subject file
- 1 - JIO Chrono
- 1 - D/Pers Chrono

* For the indefinite future the Deputy Director for Support will obtain the concurrence of the Executive Director-Comptroller prior to the approval of any such proposal. Until we have had some time to experiment with such schedules, the Executive Director-Comptroller will expect quarterly reports from each component or activity for which an irregular work schedule has been approved.

LKW
LKW

4 JAN 1972

8 FEB 1972

MEMORANDUM FOR: Deputy Director for Support

Executive Registry
42-1277

SUBJECT : Non-Standard Workweek--Central Reference Service

REFERENCE : Memo for Executive Director-Comptroller fr D/Pers,
subject: Non-Standard Work Schedules dtd 21 Dec 71

1. A recommendation for your approval is contained in paragraph 5.

2. The Director, Central Reference Service has requested approval of the attached irregular work schedule for CRS Computer Operators. This proposal provides for four teams each composed of four employees, currently in grades GS-07 through GS-11. Each team would work one workweek of three 12-hour days and another workweek of three 12-hour days and one 8-hour Sunday within each 80-hour pay period. Thus, in every case a total of 80 work hours are scheduled in each two-week pay period.

3. The Director, Central Reference Service has stated that adoption of this procedure would be of operational advantage in the computer center which now operates 24 hours, seven days per week, on eight-hour shifts. This results in 42 shift changes in a two-week period. The requested work schedule would reduce the number of these shift changes to 30. The resulting reduction in confusion and wasted effort would be of considerable benefit. The proposed work schedule will eliminate scheduled computer center overtime which averaged \$1,350 per pay period during the last quarter of 1971.

4. In accordance with pertinent provisions of paragraphs ten and eleven of the referent, the following guidelines would govern leave and pay accounting under the proposed schedule:

A. Employees grade GS-11 and below would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

B. Employees in grades GS-12 through GS-14 would receive either overtime payment or compensatory time for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

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SUBJECT: Non-Standard Workweek--Central Reference Service

C. Employees who perform scheduled or directed work on a holiday would receive holiday pay for hours worked not in excess of 12 within a scheduled workday. When a holiday falls on a non-workday, the preceding workday will be considered the holiday.

D. Annual and sick leave would be charged according to leave taken during the employee's scheduled work hours.

E. Otherwise the provisions of [] including those governing work on Sunday and on night differential would apply without change to employees under this schedule. STATINTL

5. We do not have enough experience with the system to determine if it is operationally advantageous to the Agency. It may be that the reduced number of shift changes and the shorter workweek with elimination of overtime will increase efficiency. However, it may be that employees cannot work efficiently for 12 hours at a time. Therefore, I recommend that you approve the attached work schedule for the CRS Computer Section for a trial period of six months. The Director, Central Reference Service will evaluate the implementation of this schedule and submit quarterly reports on its effectiveness. STATINTL

[]
Harry B. Fisher
Director of Personnel

Attachments

CONCUR:

[]
Director, Central Reference Service

8 Feb 72
Date

[]
A/ Director of Finance

29 Feb 72
Date

The recommendation contained in paragraph 5 is approved:

[]
Deputy Director for Support

7 MAR 72
Date

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050010-7

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

22 December 1971

MEMORANDUM FOR: Deputy Director for Support
THROUGH: Deputy Director for Intelligence *200P*
SUBJECT: Approval for 12-Hour Day

1. This memorandum requests your approval for a 12-hour day, 80-hour biweekly work schedule for the CRS computer operators. They would work three 12-hour days one week (36), with an additional eight hours' Sunday work every other week (44).

2. This procedure would be of operational advantage to the Agency. The computer now operates 24 hours, seven days per week on eight-hour shifts. This results in 42 shift changes in a two-week period. The requested work schedule would reduce the number of shift changes in a two-week period to 30. Because each shift change can result in confusion or wasted effort, the reduction in the number of changeovers is beneficial.

3. The requested work schedule should also result in a saving. It will eliminate scheduled computer center overtime which is running at a rate of about \$1350 per pay period in the last quarter of 1971.

4. The computer operators are generally in favor of the change. While they will suffer some loss in income, they will gain either a three or four-day weekend.

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SUBJECT: Approval for 12-Hour Day

5. The present system will soon result in the operators becoming so used to overtime that they will be unable to get along without it. I prefer to prevent such a condition in these days of uncertain budgets and economic pressures.

STATINTL

H. C. EISENBEISS

Director, Central Reference Service

APPROVED:

STATINTL

Deputy Director for Intelligence

22 Dec 71
Date

ILLEGIB

Deputy Director for Support

Date

ADMINISTRATIVE - INTERNAL USE ONLY

FIRST
WEEK

SECOND
WEEK

		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
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	0800	A	A	A	A	C	C	C	
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	0800	C	A	A	A	C	C	C	
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ADMINISTRATIVE INTERNAL USE ONLY

24 April 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Non-Standard Work Week

REFERENCE : Memorandum for DDS from D/OP dated
8 February 1972, Same Subject

1. Paragraph 5 has a recommendation for your approval.
2. Reference proposed a non-standard work schedule which included one 8-hour Sunday every other week. Included in the approval guidelines (paragraph 4E, Ref.) was the stipulation that existing regulatory provisions governing Sunday work and Night Differential would apply to this schedule.
3. We found that there were some deficiencies in this proposed schedule, e.g., unchanging work days, and a short (8 hours) break between evening shift and day shift which affected one man of that team every two weeks. We arrived at a schedule, attached, which is an improvement on the original proposal in that it gives every man a minimum of 12 hours rest and it gives us 4 man teams even on the weekends. The new schedule gives a variety of work days. It is still an 80 hour bi-weekly schedule but the shifts are 7 to 7, one day in the period is an 8 hour day, and Sunday (is or may be) a 12 hour day. CRS implemented this schedule on 2 April 1972.
4. It has been our thinking that the 12 hour day calls for blanket substitution of 12 hours for 8 hours in all matters of pay and leave administration. We look at the 8 hour limitation on Sunday Premium Pay, and on Leave in connection with Night Differential as a continuing application of the existing standard work day (CRS's is different) and not as a percentage of the bi-weekly period (CRS's is the same).

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ADMINISTRATIVE-INTERNAL USE ONLY

SUBJECT: Non-Standard Work Week

5. We therefore request that approval be granted to exempt CRS Computer Operations from the 8 hour limitation on Leave/Night Differential and Sunday Premium Pay as stated in substituting instead 12 hours. Further request that effective date of this approval be 2 April 1972.

STATINTL
STATINTL



H.C. EISENBEISS
Director, Central Reference Service

Attachment: A/S

Concur:

Director of Personnel

Director of Finance

The recommendation in paragraph 5 is approved.

Deputy Director for Support

ADMINISTRATIVE-INTERNAL USE ONLY

APR 2, 1972 THRU OCTOBER 14, 1972

Shift 'C' Pattern: NIGHTS + T-F-S

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A ☐
B ☐
C ☐
D ☐

TOBER 15, 1972 THRU MARCH 31, 1973

SHEET 'C'

PRINTS + T-F-S

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DD/S 72-03

8 FEB 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Non-Standard Workweek--Central Reference Service

REFERENCE : Memo for Executive Director--Comptroller fr D/Pers,
subject: Non-Standard Work Schedules dtd 21 Dec 71

1. A recommendation for your approval is contained in paragraph 5.

2. The Director, Central Reference Service has requested approval of the attached irregular work schedule for CRS Computer Operators. This proposal provides for four teams each composed of four employees, currently in grades GS-07 through GS-11. Each team would work one workweek of three 12-hour days and another workweek of three 12-hour days and one 6-hour Sunday within each 80-hour pay period. Thus, in every case a total of 80 work hours are scheduled in each two-week pay period. ✓

3. The Director, Central Reference Service has stated that adoption of this procedure would be of operational advantage in the computer center which now operates 24 hours, seven days per week, on eight-hour shifts. This results in 42 shift changes in a two-week period. The requested work schedule would reduce the number of those shift changes to 30. The resulting reduction in confusion and wasted effort would be of considerable benefit. The proposed work schedule will eliminate scheduled computer center overtime which averaged \$1,350 per pay period during the last quarter of 1971.

4. In accordance with pertinent provisions of paragraphs ten and eleven of the referent, the following guidelines would govern leave and pay accounting under the proposed schedule:

A. Employees grade GS-11 and below would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

B. Employees in grades GS-12 through GS-14 would receive either overtime payment or compensatory time for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

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SUBJECT: Non-Standard Workweek--Central Reference Service

C. Employees who perform scheduled or directed work on a holiday would receive holiday pay for hours worked not in excess of 12 within a scheduled workday. When a holiday falls on a non-workday, the preceding workday will be considered the holiday.

D. Annual and sick leave would be charged according to leave taken during the employee's scheduled work hours.

E. Otherwise the provisions of [] including those governing work on Sunday and on night differential would apply without change to employees under this schedule. STATINTL

5. We do not have enough experience with the system to determine if it is operationally advantageous to the Agency. It may be that the reduced number of shift changes and the shorter workweek with elimination of overtime will increase efficiency. However, it may be that employees cannot work efficiently for 12 hours at a time. Therefore, I recommend that you approve the attached work schedule for the CRS Computer Section for a trial period of six months. The Director, Central Reference Service will evaluate the implementation of this schedule and submit quarterly reports on its effectiveness.

/s/ Harry B. Fisher

Harry B. Fisher
Director of Personnel

Attachments

CONCUR:

[]

Director, Central Reference Service

[]

Director of Finance

9 FEB 1972

Date

29 FEB 1972

Date

The recommendation contained in paragraph 5 is approved:

/s/ Robert S. Watten

7 MAR 1972

Deputy Director for Support

Date

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SUBJECT: Non-Standard Workweek--Central Reference Service

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C/Review Stf: kb (27 January 1972)

STATINTL

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STATINTL

- (3) Night differential is payable when an employee who is otherwise entitled to night differential does not work because of a holiday, and for periods of leave with pay of less than eight hours during any biweekly pay period. It is not payable for any period of leave if the aggregate of paid leave during the same biweekly pay period is eight hours or more, nor is it payable for any period covered by a lump-sum leave payment.
- (4) Prevailing rate (ungraded) employees will be paid for night differential in accordance with the appropriate wage schedule.

g. SUNDAY WORK AND COMPENSATION. All hours not in excess of eight, not overtime, and worked during a regularly scheduled tour of duty within a basic workweek will be considered Sunday work if any part of the work is performed on Sunday (midnight Saturday to midnight Sunday). Premium pay for Sunday work is computed at a rate equal to 25 percent of an employee's basic rate of compensation. Premium pay for Sunday work is in addition to premium pay for holiday work, overtime compensation, or night differential, but is not to be included as part of basic compensation when computing such other premium pay. Sunday premium pay is paid only for whole hours actually worked and is not paid for any periods of leave.

Examples: If an employee's normal tour begins at 4:00 p.m. Saturday and ends at 12:30 a.m. Sunday, his Sunday premium pay entitlements are as follows:

- (1) If he works all eight hours, he earns eight hours of Sunday premium pay.
- (2) If he is absent for the last half hour (even if this is part of a period of paid leave), he earns no Sunday premium pay because no work is performed on Sunday.
- (3) If he is absent for part of the tour of duty, but works one or more hours including the half hour on Sunday, he earns Sunday premium pay for all hours of the scheduled tour that he actually works.
- (4) If he works during two different regularly scheduled tours, both of which overlap the same Sunday (such as Saturday into Sunday and Sunday into Monday), he may earn Sunday premium pay for hours he works in both tours not to exceed eight hours per tour, subject to a determination based upon the examples above if any absences occur.

h. LIMITATION OF COMPENSATION FOR OVERTIME, HOLIDAY, NIGHT, AND SUNDAY WORK

- (1) No overtime, holiday pay, night differential, or Sunday premium pay will be paid or compensatory time be granted, for any biweekly pay period, to an employee whose rate of basic salary for that pay period equals or exceeds the maximum scheduled rate for GS-15.
- (2) In the case of an employee whose rate of basic salary is less than the maximum scheduled rate of GS-15, overtime, holiday pay, night differential, or Sunday premium pay may be paid, or compensatory time granted in lieu of payment for overtime, only to the extent that such payment and the value of overtime hours credited to compensatory time computed at overtime rates would not cause his aggregate compensation to exceed the maximum scheduled rate for GS-15 with respect to any biweekly pay period.

→Revised: 10 May 1971 (614)

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GROUP 1
Excluded from automatic
downgrading and
declassification

74.1